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**Command Policy**

**ORGANIZATIONAL COMPARISON AND  
BENCHMARKING**

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This directive establishes policy to use both organizational comparison and benchmarking to improve AFMC business practices and heighten customer satisfaction. This policy ultimately reflects an intent to strive for excellence in every business endeavor by using these tools to improve processes critical to the organization's success. The implementation of organizational comparison and benchmarking will promote quality excellence and improve overall command performance. This policy applies to all AFMC organizations. This policy applies to all AFMC organizations, including the Air National Guard and US Air Force Reserve units and members gained by AFMC.

**1. Policy Statements.** AFMC organizations will use the process improvement tools of organizational comparison and benchmarking, when appropriate, to improve AFMC business practices and customer satisfaction. The Mission Element Boards, Field Commanders, and Headquarters Staff will implement this policy throughout the Command Management Framework.

1.1. Organizational comparison is the practice of sharing quality or operational results or process measurement results among units to gauge relative performance in the same or similar businesses, processes, products, or services. This cooperative approach can be used to determine the relative health of an organization's processes with respect to other organizations with similar products or services. The intent is not to promote competition between organizations. Instead, the intent is to cross-feed information, compare and contrast similar processes, and to promote innovation across the command.

1.2. Benchmarking is the process of continuously measuring and comparing one's processes, products, and services to those of recognized leaders for the specific purpose of adapting innovative practices for improvement. This positive, proactive process challenges the current way of doing business by incorporating best practices, processes, and new ideas from outside the organization to significantly improve performance. These improvements may be applied directly or tailored to current internal practices to improve efficiency and effectiveness. Key to this approach is the need to define, adequately understand and document your own operation, process, and methods. Benchmarking is

most effective when incorporated into the strategic planning process to establish performance-based goals and objectives.

## **2. Responsibilities.**

2.1. The Command Board will implement organizational comparison and benchmarking through the Command Management Framework. It will provide management review of command processes and facilitate the use of organizational comparison and benchmarking into the Command strategic planning process. It will develop Command level performance-based objectives and action plans which will drive proper allocation of resources and ensure appropriate process changes are implemented to Command processes. The Command Board will designate a focal point to provide command policy and general assistance as well as a central source for information for Command-wide organizational comparison and benchmarking efforts.

2.2. Mission Element Boards will implement organizational comparison and benchmarking through the Command Management Framework by ensuring Command performance based objectives and action plans are supported by Mission Element strategic planning annexes and process improvements. Mission Element Boards will designate a focal point to provide appropriate policy and general assistance as well as serve as a central source for information for Mission Element organizational comparison and benchmarking efforts.

2.3. Centers will implement organizational comparison and benchmarking and ensure center performance based objectives and action plans are consistent with command and mission element strategic planning. Centers will designate a Center focal point for organizational comparison and benchmarking efforts. Center focal points will provide appropriate assistance as well as serve as a central source for information for Mission Element and Command organizational comparison and benchmarking efforts supported by the Centers.

2.4. The benchmarking team leader will ensure that team members are adequately trained before embarking on a benchmarking effort. Benchmarking team leaders will also notify the center benchmarking focal point when they are chartered to perform a benchmarking study and provide a benchmarking summary when the study is complete. The center benchmarking focal point in turn will notify the command benchmarking focal point that a study has started and will forward a copy of the benchmarking summary when the study is complete. The command benchmarking focal point will provide this information to the appropriate Mission Element (MEB) focal points. These procedures will conserve resources by sharing information and minimizing duplication of benchmarking efforts.

2.5. The command benchmarking focal point will establish a command database to include a synopsis of completed benchmarking studies and a point of contact for further information. The command focal point also provides assistance to teams contacting external benchmarking clearinghouses and selecting benchmarking partners external to the command.

**3. Related Policies and Instructions.** This policy supports the broad policy documented in AFD 90-5, Quality Air Force. Other related policies include AFMCPD 90-1, AFMC Quality Air Force Unit Self Assessment, and AFMCR 500-4, Metrics. The specific instructions for implementing this policy are contained in AFMCI 90-301, Organizational Comparison and Benchmarking Process. The Quality Air Force

Criteria further define the importance and use of organizational comparison and benchmarking to improve management processes.

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